DTS

UTAH DEPARTMENT OF
TECHNOLOGY
SERVICES
STRATEGIC PLAN
2021
2024

EXECUTIVE SUMMARY

VISION   To be a technology leader that delivers value and simplifies the lives of Utah residents.

MISSION   To provide innovative, secure, and cost-effective technology solutions that are convenient and empower our partner agencies to better serve the residents of Utah.

The 2021–2024 Strategic Plan for the Department of Technology Services (DTS) provides (1) strategic goals about how DTS will continue to be a valuable, secure, responsive, and innovative information technology (IT) partner organization and (2) direction to the state's technology community. The plan presents technology trends that DTS leaders identified as relevant and describes how these trends will affect the direction for IT management throughout the state. In addition, the strategic plan will help government leaders evaluate and prioritize the technology innovations that could enable them to achieve their business and service delivery objectives. Each agency should carefully consider how its objectives align with the strategic goals outlined in this plan.

Technology enables agencies to perform more efficiently in fulfilling citizens' needs, and it will continue to act as a vehicle for innovative solutions. DTS must ensure that IT initiatives align with agency priorities, both now and in the future. To meet the needs of the mobile citizenry, DTS and agencies must work together to adapt planning and governance processes to the world of 24/7 access to government. DTS must also ensure that cost-effective, efficient information and communication systems and resources are being used by agencies to reduce data, hardware, and software redundancy (Utah Code 63F-1-104).

Utah Code 63F-1-203 explicitly requires that the chief information officer (CIO) prepare an executive branch strategic plan that addresses the:

- interchange of information related to information technology between executive branch agencies,
- coordination between executive branch agencies in the development and maintenance of IT and systems,
- protection of the privacy of individuals who use state systems,
- priorities for the development and implementation of IT, and
- maximizing the use of existing state IT resources.

In accordance with the requirements of Utah Code this document has been prepared in order to present the core strategic goals for 2021 to 2024. These goals are meant to support state agency business objectives, support the governor's goals, support the overall goals of DTS, and help define metrics by which DTS can measure progress.

The State of Utah is well poised to meet the goals in this plan.

BUSINESS OBJECTIVES	Economic Development	Operational Excellence	Improve Quality of Life	Enhance Security, Privacy and Compliance	Engaged Workforce
STRATEGIC ACTIONS	✓ Promote innovative services to businesses ✓ Develop easy-to-use digital business services from anywhere	✓ Become a technology solutions partner to our customer to identify and provide right solution	✓ Develop and suport easy-to-use, accessible, and innovative government services ✓ Promote innovative solutions to enhance agency service delivery	✓ Create a mindset of *Security is everyone's job* ✓ Promote a culture and technologies that instill trust and support regulatory compliance	✓ Facilitate *a Work from Anywhere environment* ✓ Encourage employee success

ROADMAP

	2021	2022	2023

Economic Development
- Simply state business services
- Business Portal
- Coordinate with local government

Operational Excellence
- IT projects deliver valuable outcomes
- IT Director relationship with agencies

Improve Quality of Life
- Simplify and provide more online services
- Citizen Portal
- Business Portal

Security & Compliance Excellence
- Elevate security awareness training
- Deploy tools to improve security
- Evaluate all vendor - managed systems for compliance

Engaged Workforce
- Re-tool IT workforce to align with needed services
- Ensure and encourage employee success

METRICS

- Increase number of digital transactions by 15% annually
- 85% of Utah businesses utilize Utah's Business Portal by 2023
- Increase number of rural based DTS employees by 15 by 2023%
- Customer satisfaction rating will be 90%
- Project delivery value score of 90%
- Engagement model will be implemented on 100% of qualifying projects
- Improved infrastructure project throughput by 25%
- Increase number of citizen digital transactions by 15% annually
- Baseline cost savings to citizens and improve by 10%
- Deliver business solutions 25% faster

ECONOMIC DEVELOPMENT

GOAL 1

We will support the governor's goal of improving economic development in Utah by promoting innovative services to Utah businesses. IT plays an important role in simplifying transactions between Utah businesses and state government. We will develop easy-to-use digital business services that are accessible anywhere from any device.

Economic Development continues to be a top priority for State of Utah leaders. While the COVID-19 virus has negatively affected the State's economy, the Governor was the first to produce an economic plan to ensure economic growth in spite of the virus. Technology can play an important role in restoring Utah to economic vitality.
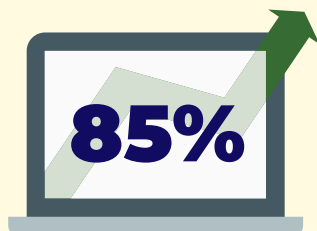
Our Strategies

- Simplify and automate state business services
- Expand Utah's Business Portal, providing a single point of access to business services and information.
- Assess, trial, and adopt new technologies in collaboration with the agencies that have the potential to improve digital government delivery, such as:
  - Artificial Intelligence capabilities
  - Internet of Things (IoT) and robotics
  - Blockchain use cases
- Improve coordination with digital ecosystems, such as healthcare and transportation, to automate processes and reduce cost.
- Look for opportunities to hire or relocate DTS employees in rural areas to stimulate economic growth in small towns throughout the state of Utah.

Metrics

15%
Increase number of digital transactions by 15% annually

85%
85% of Utah businesses will utilize Utah's Business Portal by 2023

Increase number of rural based DTS employees by 15 by 2022

GOAL 2

OPERATIONAL EXCELLENCE

We will foster strategic partnerships with agencies to provide value and technology solutions that meet each agency's unique needs. We have established a governance structure to evaluate business needs, priorities, and areas where technology can provide value and enhance services to citizens. Our goal is to create a results-oriented product environment that helps us ensure that agencies have a solid foundation for project initiation, competent staff, and greater involvement of project sponsors.

Our Strategies

- Send projects requests through engagement model process to:
  - Ensure that projects focus on business outcomes
  - Ensure that technology is used only when the value is clearly defined
  - Engage agencies in decision-making, ensuring they provide the appropriate level of authority and accountability for results
  - Increase awareness among state agencies of the importance of leveraging enterprise solutions

- Partner with agencies to:
  - Evaluate vendor-provided solutions and system integrations
  - Maximize the potential of cloud computing
  - Provide competitive rates with accurate, timely, and transparent service levels

- Focus on customer service and become more customer-centric by
  - Building lasting partnerships based on value we provide
  - Seeking, and thoughtfully considering, customer feedback
  - Removing organizational barriers in order to improve coordination
  - Redefining how employee resources are allocated

Metrics

- Customer satisfaction rating will be 90%
- Project delivery value score of 90%
- Engagement model will be implemented on 100% of qualifying projects
- Improve infrastructure project throughput by 25% each year

GOAL 3

IMPROVE QUALITY OF LIFE

We will develop and support easy-to-use, accessible, and innovative government services. DTS will research and deploy technologies that will improve efficiencies across disciplines and enhance the seamless delivery of technology services.

In a recent survey, Utah was ranked 4th among states for Quality of Life. Factors contributing to quality of life included health care, education, economy, infrastructure, opportunity, fiscal stability, crime, and natural environment. DTS will work with partner agencies to improve outcomes in these areas using digital technology.

As the IT service provider for the State of Utah, we will stay current on new technologies to ensure we meet the technical needs of our customer agencies. We will help them find creative ways to do more with less when implementing new IT products and services. Our goal is to provide our customers with the best technical direction possible.

Our Strategies

- Promote innovative solutions to enhance the services we provide to agencies
- Simplify and provide customers with more online services
- Investigate, isolate, and retire legacy technologies based on better approaches to reduce technical debt and deliver better services
- Increase baseline citizen cost savings by conducting digital transactions between citizens and state government instead of using traditional methods

- Assess, trial, and adopt new technologies in collaboration with the agencies such as:
  - AI capabilities
  - Internet of Things (IoT) and robotics
  - Cloud native services
  - Blockchain use cases
- Implement the next generation citizen portal

Metrics

- Increase number of citizen digital transactions by 15% annually
- Baseline cost savings to citizens and improve by 10%

- Capture positive impact and efficiencies gained through new technologies
- Deliver business solutions 25% faster

GOAL 4

ENHANCE SECURITY, PRIVACY AND COMPLIANCE

We will protect sensitive data through robust security and privacy programs. The State of Utah's IT infrastructure is tightly woven into all state business functions and is an integral part of daily tasks. Security is a top priority of DTS. We will promote a culture and technologies that instill trust and support regulatory compliance.

Our Strategies

- Create a mindset of *security is everyone's job* within the state by
  - Elevating employees' security awareness
  - Improve security coordination throughout DTS
- Utilize the State Cyber Center to consolidate security monitoring and reporting for all levels of government in Utah

- Improve security posture by
  - Enhancing a cloud security lifecycle strategy
  - Expanding and improving asset management
  - Verifying the security of vendor-supplied services before allowing those services to be used
  - Enhancing identity management on state applications
- Improve remediation times for audit findings
- Mitigate 100% of security threats

Metrics

- Reduce number of audit compliance findings by 25%
- Measure number of threats detected
- Validate an 85% cyber maturity level by conducting independent third-party assessments every two years
- Increase state employee successful participation in security awareness training by 25%

GOAL 5

ENGAGED WORKFORCE

Employees are our most valuable asset. We will increase efforts to ensure and encourage employee success. We will foster a collaborative environment and adopt practices to encourage employee development. We will also facilitate a work-from-anywhere environment and leverage technology to make it easier for employees to do their job.

Our Strategies

- Increase transparency and accountability by
  - Improving communication within DTS
  - Fostering a sense of community and respect between employees, focusing on the fact that we are all one DTS team
  - Celebrating employee success and learning from our mistakes

- Empower employees to work more effectively by providing innovative solutions and tools, including
  - Encourage and support employee training to ensure we have the knowledge and skills to support the technology vision and meet future need
  - Collaboration and other technology solutions needed for Remote working
- Improve diversity and inclusion in the workplace

Metrics

10%
Reduce employee turnover rate by 10%

25%
Improve employee skills by 25%

75%
of eligible employees will participate in Remote Work program

100%
of employees complete diversity training

Summary

IT strategic goals and initiatives should be measurable in terms of results, completion of deliverables, and adherence to cost estimates and timelines. The Strategic Plan metrics can be seen here: https://dts.utah.gov/dts-strategic-plan-dashboard. The DTS Metrics Dashboard and DTS operational plan will be utilized to measure DTS success in achieving its goals and will demonstrate areas where improvement is needed. DTS will continue to use the strategic plan to develop metrics that will enable better business practices and provide measures of the department's success in providing excellent service to customers. DTS will also continue to establish SUCCESS framework projects to achieve the Governor's Office goal of an additional 25% efficiency in state government.

The strategic plan will be used by agencies to develop their individual IT plans, in accordance with agency business requirements. And as required by Utah Code Section 63F-1-201, the DTS Annual Report will highlight the department's accomplishments and activities during the year.

Utah Department of
Technology Services